

BEYOND THE LEADING

EDGE

Los Angeles County
Department of Public Social Services



Strategic Plan 2014 - 2016

Director's Message



I am proud to release the Department of Public Social Services' (DPSS) Strategic Plan for 2014-16, "Beyond the Leading Edge." This Strategic Plan is the result of a year-long effort that began with input from staff across the Department and concluded with a refined set of Goals and Objectives that will lead us through major efforts to strengthen the Department's performance, improve the way we do business, and enhance the skillset of our workforce. The Plan is available online at: <http://dpss.lacounty.gov/about/strategicPlan.cfm>

One of the things you will notice right away as you turn the following pages is our new Mission and Vision statements. We formally adopted the County's Mission statement and created a Vision for 2017 that emphasizes technological innovation and workforce development.

This is truly an exciting time to be part of DPSS because over the next three years...

- **We will** create new ways for customers to access services and receive support;
- **We will** increase the efficiency and effectiveness of our services;
- **We will** enhance the skillsets of our staff to achieve better performance, enrich professional growth and provide better service;
- **We will** implement new technologies and continue modernizing our business processes; and
- **We will** redesign our facilities to accommodate a flexible service work environment.

With forty two Objectives, by 2017, DPSS will be transformed and redesigned into a business environment that will allow our customers to receive quick and quality services without having to come to our offices. The Objectives in this Strategic Plan will address major current business issues, while helping to advance the DPSS culture towards a technologically innovative work environment with a strong highly educated, well trained, self-motivated, success oriented and healthy workforce.

"Beyond the Leading Edge" Strategic Plan 2014-16 marks another step towards strengthening our organizational culture. Its development shows continued progress in our commitment to Soliciting Ideas, Establishing Realistic Timeframes, Not Micro-Managing, Sharing Information, and Communication. Everyone will have an opportunity to take on the challenges in this Strategic Plan and no effort is too small. We will continue to reach across organizational lines to work on implementing these Objectives.

Many of you have already helped our Department implement several major changes over the last few years. I want to encourage all staff to embrace the upcoming changes and once again help the Department to become a technologically advanced organization with a strong and cohesive workforce.

The success of the Strategic Plan involves all of us, and I commit to regularly communicating progress, while fostering an environment of inclusion and ownership amongst DPSS employees.

Sincerely,

A handwritten signature in black ink, appearing to read "Sheryl L. Spiller".

Sheryl L. Spiller

Mission:

To enrich lives through effective and caring service.

Vision:

By 2017, DPSS will be a technologically advanced department that provides social services with a greatly reduced need for customers to go to a DPSS facility and for staff to work from a DPSS facility.

VALUES

Customer Focus

We listen to and anticipate the needs of our customers and employees in order to provide effective and caring service.

Invest in Our People

We are committed to developing our employees for optimal performance and professional growth.

Accountability

We value and expect honesty and integrity and take ownership of our decisions and actions.

Innovation

We foster an environment that encourages ongoing individual insight and creativity and use innovative technologies to continually improve our services.

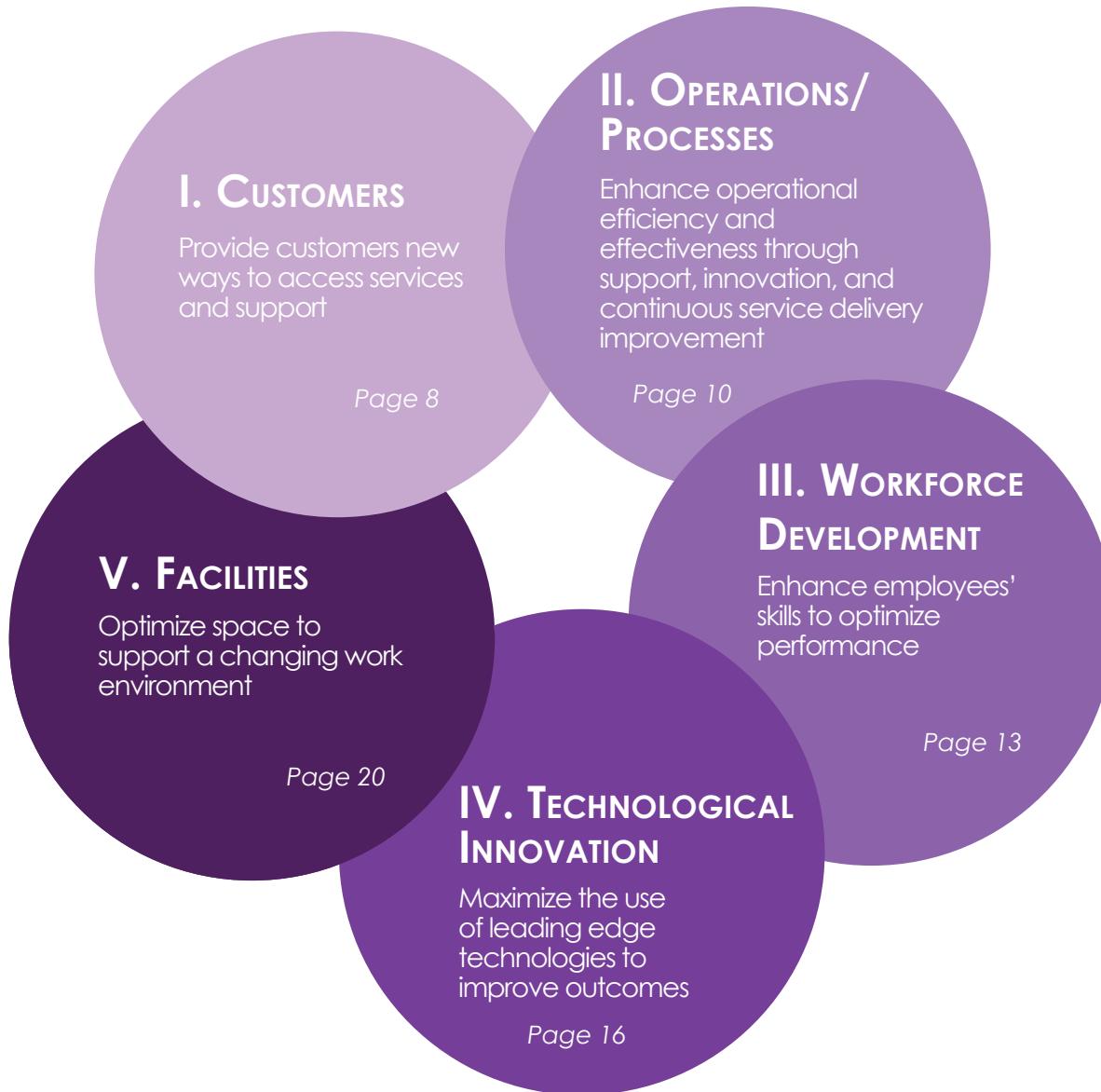
Responsiveness

We take appropriate and effective action in a timely manner.

Collaboration

We enlist the participation of all levels of staff in the decision-making process to achieve our shared goals and outcomes.

STRATEGIC GOALS



I. CUSTOMERS

PROVIDE CUSTOMERS NEW WAYS TO ACCESS SERVICES AND SUPPORT

- I.1 Increase customer utilization of alternative access points with an emphasis on self-service.
 - I.1.a By August 2014, develop and implement a marketing plan that includes promotional materials, training for community-based organizations and advocates, as well as mini-training sessions for participants to increase awareness of self-service options to increase applications through YBN by 23% for CalWORKs, CalFresh Only and Medi-Cal Only.
 - I.1.b By September 2014, train staff on how to promote and assist customers' use of self-service options.
- I.2 Develop self-service access points to allow customers to submit documents, and enter and retrieve information.
 - I.2.a By December 2015, expand the functionality of the smart phone mobile application for customers to receive notifications and alerts and upload documents for Redetermination and other purposes beyond periodic reporting.
 - I.2.b By August 2014, implement point of service scanning of verification documents, with an e-mail or text receipt sent to the customer.
 - I.2.c By August 2014, allow customers to contact a DPSS worker (i.e., EW, GSW, SW) via YBN.
 - I.2.d By June 2015, 10% of the total SAR-7s received will be submitted online.





II. OPERATIONS/PROCESSES

ENHANCE OPERATIONAL EFFICIENCY AND EFFECTIVENESS THROUGH SUPPORT, INNOVATION, AND CONTINUOUS SERVICE DELIVERY IMPROVEMENT

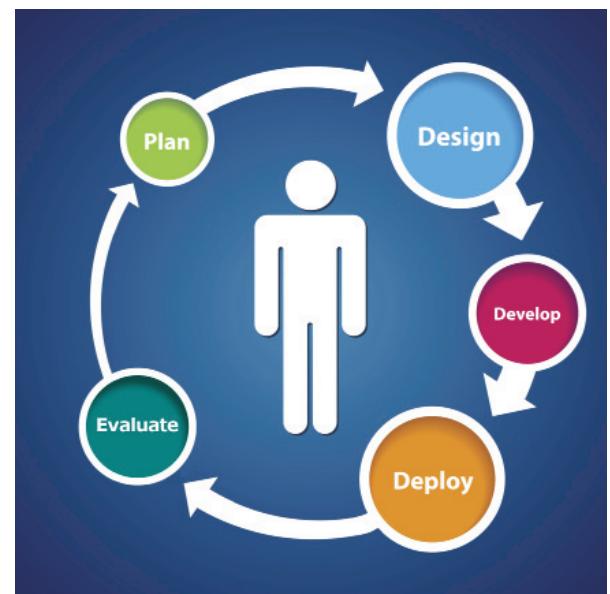
- II.1** Increase uniformity and improve eligibility business process flows in District offices.
 - II.1.a** By September 2014, implement a pilot model office with redesigned eligibility processes and a new service delivery model.
 - II.1.b** By September 2014, implement eligibility processing teams and a customer service-based tracking and work management system to manage and monitor workflow in the new service delivery model.
 - II.1.c** By August 2014, complete training Intake Eligibility Workers to support expanded role of authorizing/issuing benefits and approving cases to promote "eligibility in a day" and implement same day processing.
 - II.1.d** By September 2014, develop, implement and optimize the use of consistency tools (e.g., verification matrix and interview scripts).
- II.2** Redefine the role and responsibilities of the Eligibility Supervisor to focus more time on mentoring, training and providing support to Eligibility Workers to proactively increase quality in the determination process and support the professional development of staff.
 - II.2.a** By August 2014, complete training on the role of supervisors and managers to monitor customer traffic and worker performance, optimize efficiency, and move workers to other teams based on the real time needs of the office.





II. OPERATIONS/PROCESSES

- II.2.b** By June 2014, explore the potential to reduce the number of case reviews conducted by Eligibility Supervisors in the Intake process (with the exception of 100% case review for probationary employees).
- II.3** Develop ability to manage multiple ongoing change initiative projects throughout DPSS.
- II.3.a** By September 2015, design and implement a Project Management Office to coordinate selected projects throughout DPSS.
- II.3.b** By December 2015, train and continuously develop project management capabilities within DPSS.



III. WORKFORCE DEVELOPMENT

ENHANCE EMPLOYEES' SKILLS TO OPTIMIZE PERFORMANCE

- III.1** Enhance knowledge and keep staff informed of all program process/procedure and policy changes.
 - III.1.a** By December 2015, enhance the simplified format for program, administrative and other policy communications by including "How to" pages with flow chart for inclusion in current and future Administrative Directives.
 - III.1.b** By December 2016, develop and implement enhancements to Document and Forms Library search engine and evaluate the quality of search engine results with District staff to identify ways for enhancing accuracy (e.g., use of fuzzy matching in keyword search).
- III.2** Enhance professional development through training modules offered by DPSS Academy.
 - III.2.a** By November 2014, assess the existing infrastructure of the DPSS Academy to meet the current and future training needs.
 - III.2.b** By August 2015, identify and implement mandatory trainings that can be conducted online.
 - III.2.c** By November 2014, develop self-paced learning modules for staff to strengthen computer software skills, writing, critical thinking; and a self-paced refresher training program on core processes (e.g., updating income or completing a fraud referral).



MPA Cohort 2011



III. WORKFORCE DEVELOPMENT

- III.3** Increase opportunities for employees to take advantage of available career development paths.
 - III.3.a** By August 2014, develop a rotation opportunity program for staff that are not included in the management rotation and/or employee transfer program.
 - III.3.b** By November 2014, establish partnerships with universities, and other educational institutions to increase staff awareness of opportunities for continuing education (including Associates and Bachelor Degrees) and professional development.
 - III.3.c** By February 2015, develop and implement a training program to enable interested DPSS clerical staff to prepare to become Eligibility Workers by successfully completing the associated Civil Service Exam.
- III.4** Better prepare all staff to effectively serve our customers.
 - III.4.a** By February 2015, redesign training for new hires to incorporate classroom and District/Regional office experience.
 - III.4.b** By December 2014, design and implement programs to advance the culture of customer service throughout DPSS.



IV. TECHNOLOGICAL INNOVATION

MAXIMIZE THE USE OF LEADING EDGE TECHNOLOGIES TO IMPROVE OUTCOMES

- IV.1** Reduce the need for an IHSS Provider to contact a clerk or visit an office.
 - IV.1.a** By February 2015, expand the functionality of Interactive Voice Response (IVR) system to include IHSS Providers to access payment status.
 - IV.1.b** By February 2015, develop and implement an alternative method to an in-person IHSS Provider Orientation such as an instructional video accessible to IHSS Providers via DVD or on-line.
- IV.2** Expand a paperless environment throughout the Department.
 - IV.2.a** By December 2016, expand Electronic Document Management System in areas beyond eligibility (e.g., contracts, IHSS and GAIN cases).
 - IV.2.b** By February 2016, develop and implement a comprehensive system to submit and track service requests in the Department (e.g. DPSS Academy, ITD, MMS, PEMS).
 - IV.2.c** By February 2015, convert to an on-line system for submitting routine paperwork (i.e., Daily Absence Reports and PA-158-1s) and assisting line staff in completing required monthly/daily reports.



IV. TECHNOLOGICAL INNOVATION

- IV.3** Establish access to Overpayment/ Overissuance (OP/OI) information for staff and customers.
- IV.3.a** By December 2016, develop and implement a system to automatically notify the Treasurer-Tax Collector when a participant is back on aid or there are changes to the claim status or amount.
- IV.3.b** By December 2016, develop and implement an OP/OI Documentation/ Notices Database that will allow DPSS staff to access all documentation related to OP/OI on both open and closed cases.
- IV.4** Fully implement new information and eligibility systems.
- IV.4.a** By May 2014, complete LRS functional design.
- IV.4.b** By September 2015, complete LRS User Acceptance Test (UAT).
- IV.4.c** By February 2016, successfully complete the piloting of LRS in selected offices.
- IV.4.d** By December 2014, enhance LEADER/LRS security management to support task-based business process environment.
- IV.4.e** By December 2016, successfully rollout LRS in all DPSS offices.
- IV.4.f** By September 2015, assess the feasibility and value of expanding Data Mining System (DMS) to other programs.





V. FACILITIES

OPTIMIZE SPACE TO SUPPORT A CHANGING WORK ENVIRONMENT

- V.1** Evaluate the capacity of existing facilities to accommodate the changing workforce needs of DPSS.
 - V.1.a** By December 2016, expand hoteling and telework for Eligibility staff and other appropriate classifications.
 - V.1.b** By December 2016, develop and implement a strategic space plan to reduce office space and improve the overall quality of DPSS facilities and provide charging stations in DPSS offices.
- V.2** Increase efficiencies in DPSS offices to support access to customer self-service.
 - V.2.a** By September 2014, develop and implement a self-service check-in system that identifies the customer, the reason for the visit and notifies the Processing Team of their arrival.
 - V.2.b** By September 2014, install self-service stations for customers in District lobbies.
 - V.2.c** By February 2016, establish restricted Wi-Fi in District lobbies to allow customers to access case and program information online.









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